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PRELIMINARY PROCEDURES DESIGNI. Overall Program Management Process

A concept is necessary of how the organizational elements, committees and procedures mesh in the overall process from defining a need to supporting the ongoing operation of a system. The chart shown in Figure 1 was devised to illustrate a proposed concept for this process. The chart emphasizes the organizational responsibilities throughout the program, the role of the boards and committees in the review and decision process, and the key decision points and documents. It does not try to depict all the activities necessary to accomplish a particular step, such as budget preparation and approval, procurement, or test and acceptance. Further, the chart is simplified to show only major programs which progress through each step; other programs and projects will arise which do not flow directly from the strategic plan, but are originated at different points in the process. The objective is to treat all programs and projects similarly although they may bypass some steps.

The following paragraphs provide a brief description of the process illustrated in Exhibit 1.

A. D/CO Staff

The D/CO Staff will prepare the annual strategic plan following the procedures set forth in the OC Strategic Plan. The plan will be submitted to the Executive Board for review and then to the D/CO for approval based on the Executive Board's recommendation.

B. Systems Design Division

Once the strategic plan is approved, the Systems Design Division (SDD) will begin to prepare a system plan. This will include analyzing requirements, alternatives and impacts, and preparing a system plan and a financial program and budget. These will be submitted to the Communications Advisory Board (CAB) for review and to the Executive Board or D/CO for approval based on the CAB's recommendation.

The system plan and program will be included in the annual OC program; upon approval of the program item, the system plan will be refined to produce a system specification and a preliminary project plan. This will be reviewed by the Project Review Committee (PRC)

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and their recommendations forwarded to the appropriate senior managers for approval.

C. Systems Engineering Divisions

The appropriate Systems Engineering Division (SED) will further define the systems specifications and preliminary project plan into procurement specifications and a final project plan. A project team consisting of representatives from each component involved may be formed to implement the project. The project plan will be submitted to the PRC for review and to senior management for approval.

Upon approval of the project plan and specification, the project manager and team will proceed to implement the project. This process may include procurement, design, fabrication, test and acceptance, and installation. In coordination with the operating component, the team will prepare a cutover plan which will include operational parameters, training, staffing and transition plans. This will be reviewed by the Operations Review Committee (ORC) and submitted to senior management for approval based on the ORC's recommendations.

D. Networks Elements

Once the system is implemented, the appropriate network organization will assume responsibility for the system operation and maintenance. Periodically, the ORC will review ongoing operations to see if changes and improvements should be made.

E. Variations

Short term and smaller programs may arise which are not part of the strategic plan. These will be introduced at the appropriate level in the process and treated the same as other projects from that point on. Minor systems projects would be introduced at the SDD level, while systems enhancements and modifications would be introduced at the SED level.

If during a review by the CAB, PRC or ORC, the group cannot reach consensus on a recommendation, then the issue will be returned to the appropriate senior managers for resolution, or back to the previous step in the process.

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Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090007-1

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Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090007-1

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II. Project Management

The objective in designing a project management procedure is to aid the project manager in accomplishing the goals of the project and to provide management with detailed information on the status of and plans for the project. The procedure must ensure that all tasks are described, responsibilities are clear, equipment and materials specified, and, in short, that all details are covered. The methods for assigning action, for coordinating work and for periodic reviews will be defined. Exhibit 2 is a brief description of a project planning and implementation management procedure.

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PROJECT MANAGEMENT PROCEDURES

1. General

This document outlines the procedures to be used in planning and implementing projects. The intent is to establish methods which will ensure that projects are thoroughly and professionally planned, documented, controlled and implemented, that the various stages are well coordinated with the components involved and that responsibilities for sub-projects are well defined.

2. Project Planning

The basic vehicle to be used in planning and implementing projects will be the Project Plan. Attachment 1 presents an outline of a typical Project Plan; not all sections will be needed for each project, and others may be necessary. An abbreviated Project Plan should be prepared for submission to the Chief for approval of the project. Upon approval, the Project Plan should be completed.

3. Project Implementation Management

Coordination and management of the project will require communications among the various components involved. All such communications should be done via one of two documents: An Action Item or a Project Coordination Note. Action Items will be used by the project manager to define a task and assign responsibility for it to a component or person. A Project Coordination Note will be used to record significant information or decisions relating to the project. Both documents will become part of the project record, and serve as substitutes for memoranda. Periodically, the changes reflected in the PCN's and other changes in the project should be incorporated into an updated project plan and forwarded to management for review.

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PROJECT PLAN

Title:

- I. Scope
- II. Purpose
- III. Reason
- IV. Operational Requirement
- V. Design Concept
- VI. Technical Description
- VII. Procurement Plan
- VIII. Financial Plan
- IX. Training Plan
- X. Subprojects
 - A. Task Definitions
 - B. Task Assignments
 - C. Project Drawings
 - D. Equipment and Material Requirements
 - E. Subproject Test Plans
- XI. Project Schedule
- XII. Initial Operational Configuration
- XIII. System Test Plan
- XIV. Project Log

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Project Coordination Note

PCN#:

Project :

Sub-project :

Dates :

Author :

Approval :

Subject :

Supercedes :

Distribution:

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Action Item

AI#:

Project :

Sub-project :

Date :

Author :

Approval :

Subject :

Date due :

Assigned to :

Distribution: